

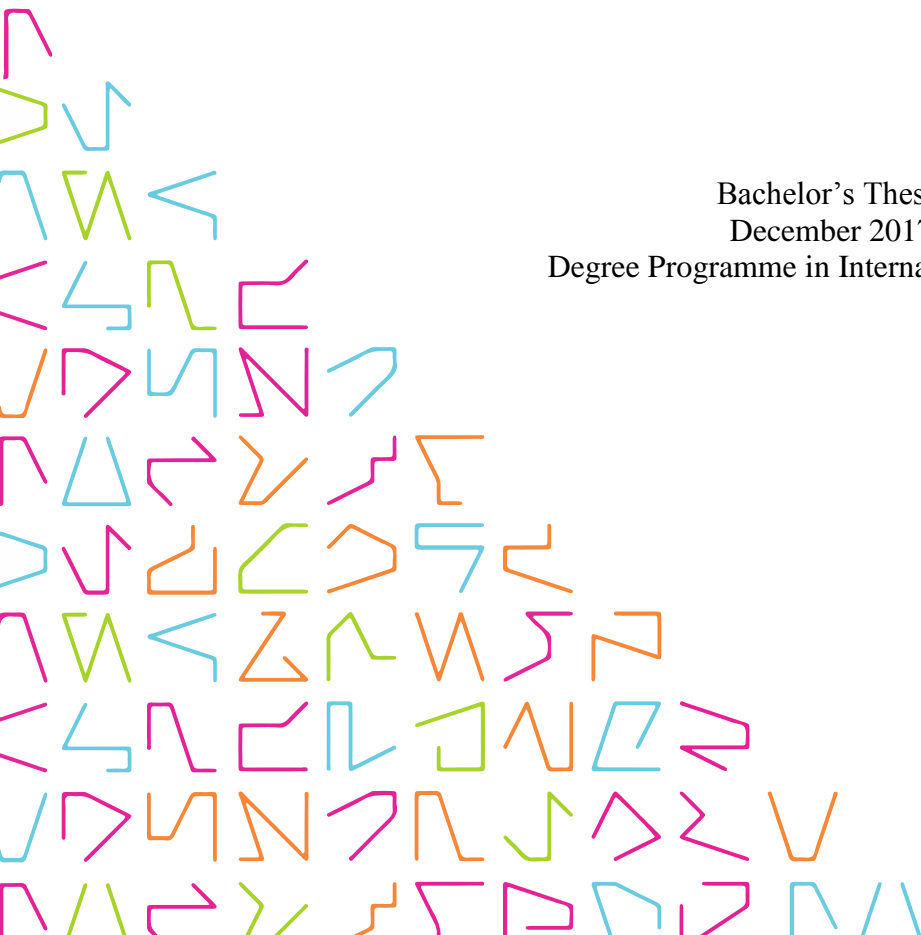


TAMPEREEN
AMMATTIKORKEAKOULU

THE MEANING OF ORGANIZA- TIONAL CITIZENSHIP BEHAVIOR IN WELLBEING AT WORK

Larieemeli Kuusisto

Bachelor's Thesis
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ABSTRACT

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The Meaning of Organizational Citizenship Behavior in Wellbeing at Work

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The purpose of this study was to gather information about the current state of Organizational Citizenship Behavior (OCB) skills in OP Prosessipalvelut, Tampere and how improving these skills would affect the wellbeing at work. When employees understand the importance of their own actions within the workplace, it will create a spiral of positivity and thus make everyone feel better and be more productive.

The subject for the study was chosen based on the interest of the author, as well as the actual need from the client company. A slight decrease in employees' wellbeing at work had been noted at the workplace during the few previous quarters. The outcome of the research would ideally result to a better place to work for everybody, following the enhancement in efficiency and wellbeing.

Theoretical background is based on the literature, publications and previous surveys about the subject. The research was quantitative with mostly closed questions with few open-ended questions. The data was collected by sending the survey via internal work e-mail, with two week answering time. Employees were first asked to answer the survey in a meeting, then actual e-mail was sent, and after one week another reminder was sent via e-mail. After analyzing the answers, the actions were implemented within the workplace. This is not a matter that can be changed overnight, so the process is still going on within the client company, based on the results of the survey conducted.

The results of the study clearly show the connection between understanding and behaving according to good OCB manners, and employees' wellbeing at the workplace. As usually in life, the old saying "*You reap what you sow*", works in this situation too. One interesting point stood up from the survey though. Plenty of employees felt that people working next to them needed help and practice with OCB skills, but they personally did not. This fact sums up the results fairly well.

Key words: organizational citizenship behavior, wellbeing at work, work community

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1 INTRODUCTION

Nowadays it is widely known that employees are a crucial part of the company's success, and the wellbeing of the workforce really matters. Still not that many companies give any or only little effort for the cause. They do have human resource management, but in too many cases the people in HR just handle the current problems, not trying to prevent them to happen in the first place. The responsibility for the wellbeing at workplace cannot be left just for the HR department. It is the responsibility we all have to carry out. We all play for the same team. All members of the work community – top management, team leaders, and employees are responsible for the wellbeing at workplace, together. Also, occupational health service comes in the puzzle every now and then, usually when the problem already exists, which is obviously too late.

Wellbeing at work is an investment for the future. According to researches, it highly affects the competitiveness of the organization, economical results, decreasing of sickness absence, customer satisfaction and thus the reputation of the company. Well carried out investments for the wellbeing may, and probably will, pay back the multiple amount in the long run. (Työterveyslaitos 2017.)

Wellbeing at work will become even more important factor when considering productivity, renewal, and durability within situations at work changing fast. We still need to work for the risk management in reducing and preventing sickness at work, but developing the positive factors within employees' and workplace's resources is coming more and more crucial in the future. In the center of the economy of new age is, instead of machines, the know-how of people and organizations. Meanwhile the connection between wellbeing at work and productivity strengthen further. (Kauppinen, Mattila-Holappa, Perkiö-Mäkelä, Saalo, Toikkanen, Tuomivaara, Uuksulainen, Viluksela & Virtanen, S. 2013, 221.)

When talking about the wellbeing at work, we often tend to ignore the small factors behind employees' good feeling at work. That good feeling, positive vibe, and work engagement need to well from somewhere. We all have bad days sometimes, but that negative feeling needs to be left out when going to the work. To be able to smoothly act and collaborate at work, employees need to have certain skills, widely known as Organizational Citizenship Behavior (OCB) skills. OCB is a complex phenomenon now emerging

as an important aspect of human behavior at work. Good citizenship behavior is characterized by altruism, conscientiousness, sportsmanship, and courtesy. Although the single one instance of OCB may not appear to be of significance, in the aggregate this discretionary behavior has a major beneficial impact on organizational operations and effectiveness. (Organ 1988, 11.)

In this research, the connections of OCB and wellbeing at work are studied. Both are important factors in everyday work life, and together one consequential trump for the company in any field. So how do we improve our OCB skills to make the workplace better, happier, and more productive place to work for everybody? Or is it even worth trying to accomplish?

2 RESEARCH PLAN

2.1 The Client Company

I am writing my thesis for OP Financial group – the company I currently work for – and have been working for the last year. OP is the biggest financial group in Finland, with about 12,000 employees and more than 4 million customers. The history of Osuuspankki started already in 1902 when the first central loan fund's share of cash was established. In 2005 OP financial group merged with Pohjola Vakuutus insurance company, making OP the biggest financial group in Finland.

OP operates in three different areas of business at the moment; banking, insurance and wealth management. Banking services is the largest business segment group. For households OP have products and services for both financial management and mortgage. For companies, the OP group provides financial services, cash management and payment services. OP is also the leading insurance company in Finland, providing a comprehensive insurance coverage for its personal, corporate and institutional customers. In asset management, they offer versatile services and products in unit-linked insurance, mutual funds and contract-based full asset management and investment consulting. OP aims to respond to each customer's saving and investing needs in the most appropriate and tailored manner.

In the coming years, OP will build health and wellbeing services alongside its banking, insurance and asset management businesses as its fourth business area. The first Pohjola hospital was opened in Helsinki in 2013, four hospitals running at the moment, and next one about to be opened in early 2018. Pohjola Hospital is an independent hospital belonging to the OP Group. (Osuuspankki 2017.)

The unit I am working at, is dealing with centralized phone and network services, both sales and customer service, in the areas of banking and insurances. Most of the employees in this unit operate with insurance only, but there is also one team of “hybrid” employees who are professionals in both insurance and banking services. The team that is mostly focused in the survey is the hybrid team that just got started this year, so lots of changes coming up in a fast pace and new situations and people to deal with. It is the situation, where organizational citizenship behavior is extra important to adapt for everyone.

The challenges OP is facing, regarding the research conducted, are directed towards people. The work at centralized phone and network services takes place over the phone or internet, so there rarely is any face to face contact between the company representative and customer. When talking on the phone, it is crucial that the customer service or sales representative is happy and feels appreciated at work. If there is something wrong with the attitude or motivation, it can be clearly detected over the phone, and the contact stays unproductive. It can be seen from the results immediately when employees are not happy with their situation at work.

Ergo the topic is important for the client company. By clarifying the current situation of wellbeing at workplace, appropriate measures can be implemented to improve the situation with training and changing the employees' mindset and behavior. OCB is something we all are partly aware of, but with little extra training and reminding about it, a lot can be improved to get OP better, and productive place to work.

2.2 Research Topic

At the beginning of my thesis process, there were two different topics on the table; Organizational Citizenship Behavior and closing techniques in telemarketing. Both subjects were interesting, but the latter option has already been studied quite a lot, so the first one would be more useful for my client company. The situation at the company in the beginning of the research was little tense, with little decrease in wellbeing and employees' satisfaction towards work. There were lots of changes going on, which contributed the problem with new practices and work tasks. We had a new team, much bigger than before, also bringing some challenges to everyday life at work. Therefore the timing was suitable for this research.

The subject for the thesis is topical, since more and more attention and effort are put into the matter. Companies have been realizing how big and valuable resource a motivated employee is. And if you multiple that one thrived employee with one team or whole department, the difference is huge compared to indolent employees, and to what they are able to accomplish within a workday. The percentage of the variance which OCB accounts for in enhancing organizational effectiveness is shown in the study results below. (Podsakoff, MacKenzie, Paine & Bachrach 2000, 3.)

- Performance Quality: 18%
- Performance Quantity: 19%
- Financial Efficiency indicators: 25%
- Customer Service Indicator: 38%.

For the client company, the research was implemented for these four factors are the core of business. This is the reason the research was important to execute to find answers and measures to enhance the wellbeing and boost results. The answer was not a quick fix to make everyone happy again, but to make OCB part of the everyday life at work, generating profit in a long run.

2.3 Objectives and Purpose

The purpose of the thesis is to generate knowledge through the survey to boost the wellbeing within the client company, as well as to find out the current state of employees' OCB skills and to develop and employ these skills in the future. The aim is to clarify the current need of OCB skills training.

The aim is to strengthen the recognition of subordinate skills of the members of the work community and for employees to understand the link between these skills and their own wellbeing at work. By understanding these skills and manners, through which the employees themselves can build up wellbeing at work to increase satisfaction following the reducing of physical and psychological load and making people feel like home at work. In a rapidly changing business environment employees must be committed, flexible and ready for new challenges, and only an employee and team working on a healthy basis can manage this. In addition, through improved prosperity, the workplace gets an attractive image and staff turnover is reduced.

A survey was sent to all the employees in the specific department of the company. The objective for the thesis conducted was to provide the client company with valuable information gathered from the survey respondents to clarify their thoughts, expectations, and current level of knowledge about the OCB, and thus make actions to develop these skills, and by that, making the company better place to work for, meanwhile being more productive than before. According to survey results conclusions can be drawn to make actions about the further training in specific areas employees are the least aware of. These

findings can be used as guidelines in future training, as well as they are included in everyday life by making employees aware of influences of their own actions and behavior towards other people at work.

2.4 Concepts and Theory

Organizational citizenship behavior and wellbeing at work are often discussed in the same context. Wellbeing at work is the endgame, and OCB is a tool that employees can use to achieve that good place to work for everyone. While wellbeing is a self-evident issue at every workplace, even though no one really does anything about it, OCB is something that is rarely a matter of focus at most companies. Albeit it is noted that OCB skills make people prosper at work, being more productive and happier at the same time.

Organizational citizenship behavior is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to ‘go the extra mile’ or ‘go above and beyond’ the minimum efforts required to do a merely satisfactory job. (Zhang 2011.) It also happens to be that people with positive energy usually share these positive vibes to people next to them, starting a spiral of positivity leading general happiness at the workplace, generating better results, for free.

According to Mönkkönen & Roos (2010, 7) organizational citizenship behavior is meant to be a bridge, kind of a connection, between employees and superiors. By understanding each other’s views and opinions, many conflicts can be prevented. Employees might not always understand what superiors are thinking when telling them to work in a different, maybe unpleasant way, but one should always try to think about the big picture, and maybe try doing things in a new way. A positive attitude to change and make progress is one important component in OCB.

There are numerous definitions for wellbeing. McMahan (2011, 3) states that Conceptions of wellbeing are individuals’ cognitive representations of the nature and experience of wellbeing. According to the Institute of Occupational Health (Työterveyslaitos), an occupational wellbeing implies that work is meaningful and smooth in a safe, health-

promoting, work-friendly working environment. The project, which was part of the EU progress funding program, the consensus definition for occupational wellbeing was created, according to which occupational wellbeing means safe, sound and productive work, which is done by skilled workers in a well-managed organization. Employees feel that their work is meaningful and rewarding, and they believe work supports their personal life management. (Kehusmaa 2011, 14.)

Wellness guide published by Tampere University (Manka, Kaikkonen & Nuutinen 2007, 6) states that traditional patterns of wellbeing at work exclude the work, organization, and the activity of the worker and the work community. They study the psychological strain of work, but not how to achieve joy and positive motivation. This research also generates new ways to create joy and motivation to the workplace, with ideas coming from the employees themselves.

2.5 Working Methods and Data

Research in common language refers to a search for knowledge. Research can also be defined as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. Research can be considered as a movement, a movement from the unknown to known. It is a voyage of discovery. Normal for human nature, we all possess the vital instinct of inquisitiveness for, when the unknown confronts us, we wonder and our inquisitiveness makes us probe and attain full and fuller understanding of the unknown. This inquisitiveness is the mother of all knowledge and the method, which man employs for obtaining the knowledge of whatever the unknown, can be termed as research. (Kothari 2004, 1.)

According to Sachdeva (2008, 7-8), a good research generates dependable data that are derived by professionally conducted practices and that can be used reliably for decision making. Good research follows the standards of the scientific method: systematic, empirically based procedures for generating replicable research. The requirements of the good research are:

- The scope and limitations of the research are clearly defined
- The process is clearly explained, so it can be reproduced and verified by others
- A thoroughly planned design
- Highly ethical standards are applied

- All limitations are documented
- Data is adequately analyzed and explained
- All findings are presented unambiguously and all conclusions are justified by sufficient evidence.

The research was executed at the client company's unit in Tampere. Three teams were selected to be involved in the survey, sample size being about 160 employees in total. The actual exact number of the size is difficult to say, since emails were sent to ready email lists (n=180), which included people who no longer work for the company. The survey was sent via work email at the end of March 2017, with two weeks' time for responding. With first email, respondents were explained the reason for the survey and some background information about the author. After one week, another email was sent to respondents as reminder, which again boosted the amount of responses after a few quiet days. In total 117 answers were received and analyzed, making the response rate around 70%.

An online survey was chosen to be the most convenient way to reach the respondents for the thesis research. The survey was sent using internal work email, which in this case was the easiest and most efficient way to send the survey, knowing that employees check their inbox on a daily basis. Expenses for an online survey are low or non-existent for the author and less time consuming compared to individual face-to-face interviews.

For the survey method, a quantitative research was chosen to be the most suitable for this situation. It can be used with questionnaires, online surveys and phone interviews. Quantified research is used to help measure issues related to numbers and percentages, requiring a sufficiently large and representative sample. Generally, standardized research forms are used to collect material with ready-to-reply options. In this survey, also open-ended questions were used to get more precise information, opinions and new ideas from respondents. Things are described using numerical values and often also the dependencies between different things or the changes in the underlying phenomena are studied. (Heikkilä 2014.)

2.6 Thesis Process

According to Wright & Crimp (2000), a typical starting point for the research is the problem definition. By defining the problems, the organization is able to organize the ongoing activities and to see whether there is something to improve or not. The problem definition does not always need to be a current threat, that is tried to be solved, but it might be an attempt to solve a new way of adaptation of a product or service for example. In this research, the commissioner is looking for improvements to the wellbeing at work, by studying the current situation with a survey, and then, according to the results, having a necessary training and measures for these aspects. Minor decline in employees' wellbeing has been noticed, so actions and changes in operating models are welcomed.

The first step, defining the problem happened already in February 2017, when the author and commissioner sat down to discuss about the possible topics for the thesis. Due to the situation at work place, as well as the author's interest to the subject made the choosing of topic easy. After the topic was finalized, it was time for an extensive literature review for the subject and deepening in to theory, as well as studying the correct ways to design a survey with right kind of questions to measure the things needed.

After that, it was time for designing the survey and defining the sample size for the survey, which formed to be 160. Quantitative research designs can be broadly divided into two types, namely, exploratory research and conclusive research. (Singh 2007, 63-65.) Conclusive type of research, and more precisely the descriptive research, was used in this thesis. Descriptive research, as the name suggests, enumerates descriptive data about the population being studied and does not try to establish a causal relationship between events. It is used to describe an event, a happening or to provide a factual and accurate description of the population being studied. It provides the number of times something occurs and helps in determining the descriptive statistics about a population, that is, the average number of occurrences or frequency of occurrences.

An interval level scale, sometimes referred to as a Likert response scale, was used for all the closed questions. The scale was bipolar from 1-to-5 rating. (Sachdeva 2008, 120.) Some questions were open-ended to gather more precise information. After the survey was finalized, it was tested for five employees to make sure it is easily understood and

easy to answer. Some minor changes were made based on the feedback from the test persons.

According to Singh (2007, 124-125), statistical methods can be classified into two broad categories: descriptive statistics and inferential statistics. The latter was used in gathering responses in this research. Inferential statistics use statistics computed from a sample to infer about the population concerned by making inferences from the samples about the populations from which they have been drawn. In this case, response rate also being rather high, the generalization can be drawn from the answers to get the precise information about the current situation.

Surveys were sent via internal work email at the end of March, giving the respondents two weeks for answering. 117 answers were collected, making response rate around 70%. After getting all the responses back after two weeks, it was time to analyze the answers and come up with the conclusion. After the data was analyzed, the presentation was made and gone through with the client company. Also plans for further actions were established together with the commissioner. Those actions were based on the answers received from the survey, including training sessions for organizational citizenship behavior, held by an external company. The reason for the author himself not implementing the training was the breadth of training the whole organization, which would have been too big of a project regarding this thesis. At the same time, the thesis was being written by the author. The process shown below was used in this research.

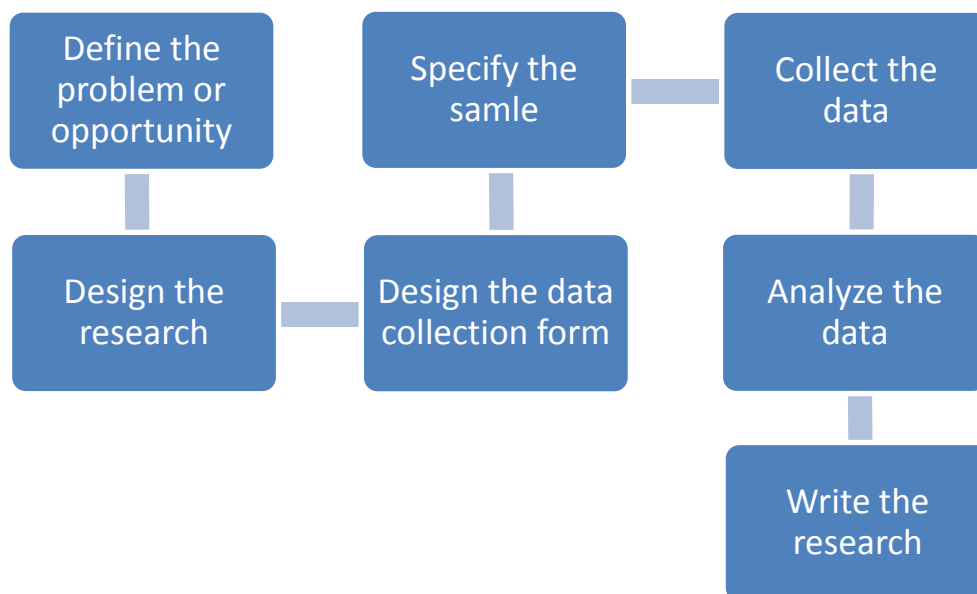


FIGURE 1. Research process

3 WELLBEING AT WORK

3.1 History of Wellbeing at Work in Finland

Manka (2016) states, that the research on occupational wellbeing has been around for over a hundred years now, but the priorities have changed over time. Timeline for the history of wellbeing is shown in Figure 2. The research started with medical, physiological stress research in the 1920s. The subject of the study was then an individual. Stress was thought to arise as an individual's physiological response to various load factors such as toxic substances, noise, cold and physical pregnancy. Negative feelings preceded physiological reactions, which in turn could lead to the development of diseases. Later psychological and behavioral responses were also associated with the theory. The employee was thus required to be protected against the health hazards. This can be considered as the start of taking care of the health and safety of the employees'.

The response-based stress model later extended to the effects of stimuli caused by the reactions of individuals rather than working environment and working conditions. Instead of the individual, environmental features became the subject of the study. Some researchers used the word "workload" instead of stress. The job was a burden if its requirements exceeded the employee's ability to meet these requirements.

In the 1990s, a so-called triangle model was introduced in Finland, where work-sustaining activity (labor activity) meant, that simultaneously and in a coordinated way, the health and functional capacity of a worker, the health and safety of the working environment and the work community were developed. The model has also included the development of employees' know-how. It is also essential that development requires an active engagement and participation based on the interaction between the work community and the various parties in the workplace. Occupational health care plays a legally important role as a partner in organizing the working conditions. In the 90s, the notion that work was understood as a recreational and exercise-oriented activity became common.

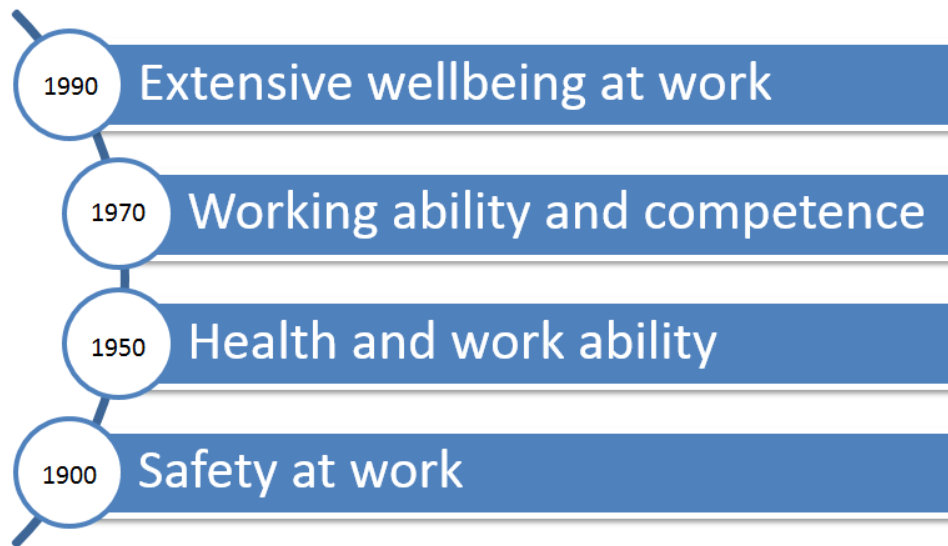


FIGURE 2. Steps of development of wellbeing at work

3.2 What Does Wellbeing at Work Mean?

“The concept of wellbeing at work is not unambiguous, while it is used to drive different purposes. Labor unions talk about endurance at work, employers about preventing sick leaves and early retirement. The extension of working careers is linked to the economy. Employees emphasize leadership responsibility and management skills, while managers and management require subordinate skills or organizational citizenship behavior skills. It is common for discussion, that responsibility for wellbeing is considered to belong to someone other than yourself.” (Salojärvi 2010.)

The same result, that sustaining wellbeing at work is someone else’s obligation, was seen in the survey results. Many respondents stated that there is nothing wrong with their own behavior at work, but the colleague sitting next to them would need training with subordinate- and OCB skills, meaning that if there is something wrong with work community, it has nothing to do with themselves.

Combining wellbeing at work with more extensive human capital offers the foundation for sustainable management and working life. Being a strategic success factor at work, it is advisable for companies to lead it systematically: to set goals, to plan measures for achieving them, and to introduce benchmarks to assess the effectiveness of measures. Looking at the dependence of the various factors of human capital and wellbeing at work

is a fruitful starting point for further research; especially as the challenges of today's working life are strongly linked to psychosocial wellbeing at work. (Manka, M.-L. & Manka M. 2016.)

According to the Ministry of Employment and the Economy, the quality of working life is comprised of four dimensions:

- Equal treatment for everyone
- The certainty of having job
- Motivation, inspiration and trust
- Resources in relation to the requirement level.

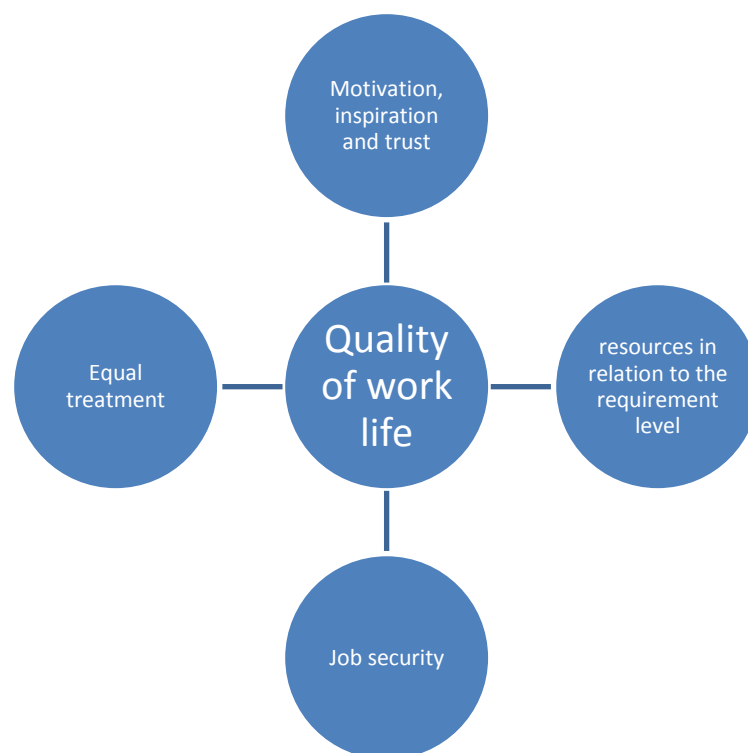


FIGURE 3. The concept of quality of working life (Ministry of Employment and the Economy.)

Work is something we all should have. For many it is the core of life, and for some just a way to earn the living. It is a place where we usually spend 30-50 hours a week. When spending so much time at one place with same people, it should be the place where it is pleasant to go. Of course, we all have bad days sometimes, but we shouldn't land it on the colleagues.

A functioning working community is both safe and healthy at the same time. The goals are clear and the roles, responsibilities and authority of each individual are in balance. Work objectives are achieved. In a relaxed and trusting atmosphere everyone feels they are accepted as a member of the work community. The members of the work community know each other and their work. They support each other and share their skills for common use. (Työturvallisuuskeskus 2017.)

According to Kehusmaa (2011, 112), four sectors are needed for a prosperous, productive and empowering work community, based on which she developed the triangle model shown in figure 4. All four smaller triangles are needed to create the whole triangle of wellbeing work environment:

- Decent working conditions
- Fair management
- Meaningful and comfortable work
- Supportive work community.

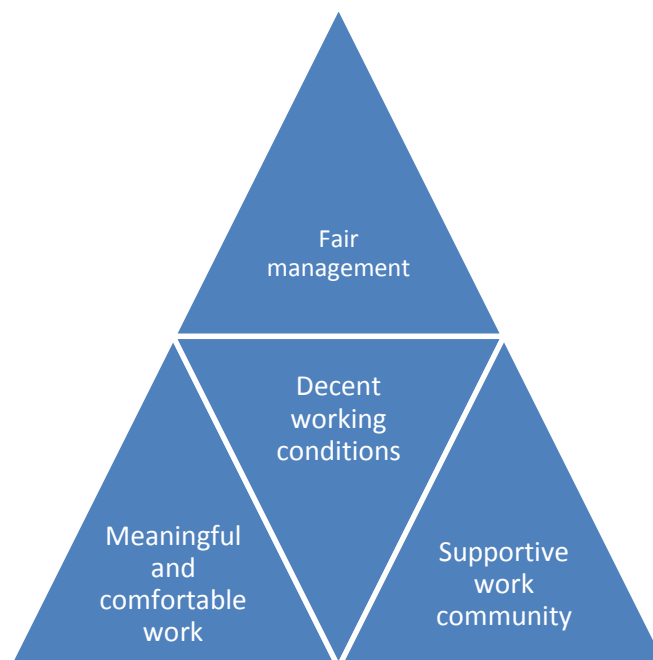


FIGURE 4. Triangle of prosperous, productive and empowering work community

Decent working conditions mean that basic working conditions are met: the circumstances in which the work is done are safe and the work does not pose a threat to one's health. The burden of work is both physically and psychologically appropriate to the em-

employee's abilities. The feeling of success in work as well as the smoothness of work progress have been created with the right tools. Decent working conditions are the core of wellbeing at work, around which the other sub-areas are built.

The perception of work must be evaluated at the individual level, as different individuals are motivated by different needs. The organization cannot be treated as a single mass, but the expectations and needs of each individual need to be taken into account, which is naturally more difficult to implement in bigger companies. The meaning of work is influenced by how a person experiences the own role in the work community. Seeing the own work as part of a bigger picture creates a feeling of significance of the work. Development discussions are held regularly to make sure that the employees feel connected to work and understand the state and strategy of the company's present being. Problems often occur when the company's strategy is left only for the leaders' fancy strategic slogans, without any actual meaning or goal to pick up for the employee's point of view.

The meaningfulness and fluency of work are strongly related. In a participatory management model, people are able to influence the content of their own work and develop their work, processes and operating models. Development work is not a separate activity of the organization's other activities, involving only people specializing in development work. The goals of development work are derived from a number of perspectives: strategic, work community functionality and individuality-level workflow.

The supportive work community understands the common goals of the organization and works for it. Members of the community can trust each other and have the colleague helping or backing them up if needed. The atmosphere is open and difficult issues can be discussed constructively. Solutions are solved together. All work is valued and different roles of people as part of the whole are understood. Different people's expertise and skills are diversified. Common experiences reinforce the sense of community and failures are managed without blaming anyone. These skills are also part of the organizational citizenship behavior.

Fair management is participatory, communal leading. Participatory way of leadership emphasizes the common way of doing, participation and shared responsibility, where everyone has the right to influence the goals and outcome. People's views, thoughts, and invisible information accumulated within the organization, are gathered and utilized through

common discussions. All people are taken into account and treated equally and fairly. (Kehusmaa 2011, 110-120.)

3.2.1 Maslow's Hierarchy of Needs

In 1943, an American psychologist Abraham Maslow published a paper called “A Theory of Human motivation”, stating that healthy human beings have certain number of needs arranged in hierarchy, some needs being more primitive and basic than others. The pyramid, called “Hierarchy of Needs”, demonstrates how certain needs are only coming into picture after basic needs are met. (Burton 2012.) People have these same needs at work, and it is important for the company to find out best practices to fulfill these needs as well as possible. The hierarchy of needs is demonstrated in figure 5.

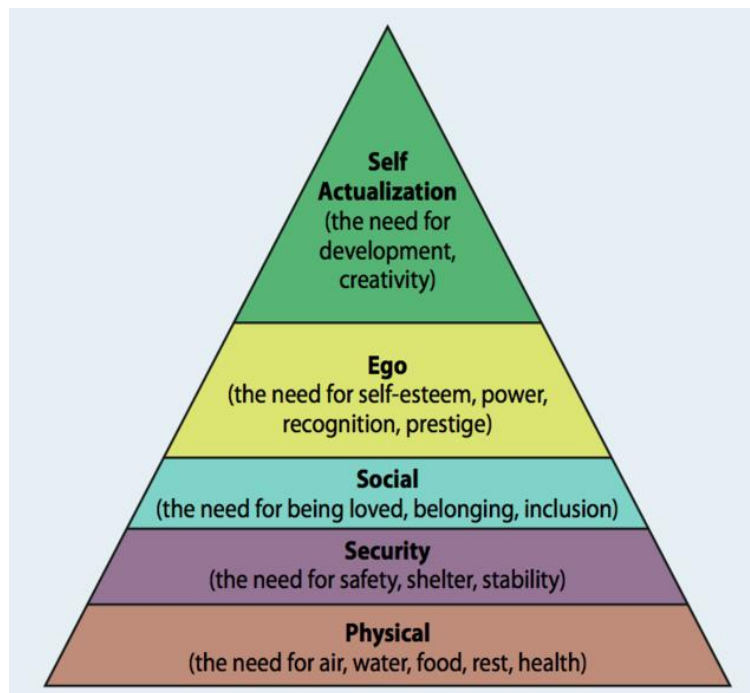


FIGURE 5. Mashlow's Hierarchy of Needs

Maslow called the four bottom levels “deficiency needs”, because while they are met, an individual does not feel anything, but if they are not met, one becomes anxious. Thus, these four levels are deficiency needs, while in contrast the fifth level of the pyramid, “self-actualization”, is called a “growth need” because it enables to reach the fullest potential as a human being. Once a person has met his deficiency needs, he can turn his attention to self-actualization; however, only a small minority of people are able to self-

actualizing because self-actualization requires uncommon qualities such as honesty, independence, awareness, objectivity, creativity, and originality. (Burton 2012.)

Mashlow's theory should also be taken into consideration from the customer's point of view. In his book, Conley (2007, 108-109) states, that Mashlow's pyramid is a helpful tool to focus on the needs of the customers. They all have needs, what the companies are supposed to fill with their products. Let it be insurance provider, hotel chain, or piece of clothing, we are all choosing the option of provider who is with the best money and value ratio fulfilling our needs. For example, with banking services, people are usually going with bigger, well established financial groups, rather than risking their money with smaller companies, maybe offering better interest for your savings. In this scenario, the image of the company pays a big role. Customers need to feel safe when talking about their financial issues.

3.2.2 Applying Maslow's Theory at the Workplace

According to Tanner (2017), it is normal that an employee begins emphasizing on the lower level of needs of physiology and security. Usually, when a person is starting a career, he is concerned with physiological needs such as adequate wages and stable income, as well as security needs such as benefits and safe work environment. Employees will revert to satisfying their lowest level needs when these needs are no longer met or are threatened, for example during an economic downturn. These levels are the ones an employer can influence the easiest and it is the right place to start building the wellbeing work environment.

Once these basic needs are met, the employee will want his "belongingness", or social needs met. The level of social interaction the employee desires will vary based on the personality, whether the employee is an extrovert or introvert, or how much he is willing to socialize among piles of work. The main point is that employees desire to work in an environment where they are accepted in the organization and have some interaction with others. In any case, the working interpersonal relations in the workplace are substantial. Managers can, and should, create an environment where staff cooperation is rewarded somehow.

Active communication between managers and employees is also an important component of meeting employee's social needs at work. Employees, who are not told everything

straight away, being it about operational matters, future plans or benefits of others, often feel bad about it and think themselves as organizational outsiders. And if employees hear these things another way, they feel those things have been hidden from them, which again feels bad.

With the basic needs satisfied, an employee will usually want the higher-level needs of self-actualization met. The needs of the fifth level are tied to employees own mind and image of himself, and about his plans for the future. Even if the employee does not want to advance in his career by moving to management, he probably does not want to do the exact same work year after year. At this point, cross-training, job enrichment and special assignment are good methods for employers to make work more rewarding. Employees relocating to different project teams, additional training for new tasks or other ways to expand the duties to keep the work interesting and compelling are needed. Further, allowing employees to participate in decision making on operational matters is a powerful method for meeting an employee's esteem needs. Finally, symbols of accomplishment such as a meaningful job title, job perks, awards, a nice office, business cards, work space, etc. are also important to the employee's esteem.

3.3 When Employees Are Not Happy

The importance of people as a competitive advantage is growing all the time. Machines, money and information are available abundantly, only a good enough vision and plan are needed. Traditionally, competitive factors can only gain momentary competitive advantage. We are used to evaluating different risks in business areas and hardware. The wrong kind of investment can be easily taken care of with money. However, fewer risks in individual perspective are estimated or considered. Lack of wellbeing at work can cause significant risks for the company. An exhausted person or poor workmanship can be costly, and replacing people is more complicated than equipment. Devices can be started to use directly, people always need to be trained for the task first.

The risks associated with wellbeing at work should be identified, evaluated and managed by the company, the same way as other business risks are. Risks can also be counted in monetary terms, although the cost-effectiveness of work-prosperity is usually the dominant aspect. Risks have many adverse effects. Success becomes a lost rather easily. A poor workflow is embraced from one person to another and from one organization to

another. A poor workflow reduces the quality of operations, reduces customer satisfaction and the company's potential for success in the future. Thus, a poor work flow and lack of wellbeing at work reduces the company's wealth and success. (Ojala & Ahonen 2003, 65.)

3.3.1 Burnout

A typical burnout spiral begins from the feeling, that the individual does not manage his work tasks anymore. New information flooding in and requirements getting more and more demanding while the changes exacerbating work efficiency. When knowledge starts to be inadequate, the person begins to develop physical and psychological symptoms. Stress will further reduce the learning abilities. Creativity disappears and this leads to a decline in competitiveness and reduction in human capital.

Tired people are more likely to get into accidents. They might cause disability at work, which will again reduce cost-effectiveness and quality of operations, and the results of the employees', while also lowering competitiveness. At the same time, other employees' pressure at work will rise. The working atmosphere deteriorates, the quality of work suffers, the relationships among people at the workplace and the relationship with the customers are decreasing.

One of the causes as well as consequences of work exhaustion is the deterioration of professional skills. If professional skills are not being honored and developed all the time, the situation leads to burnout rather easily. Too much training on the other side may also be too stressful for the employee. The result in these situations are the same, both the competitiveness and wealth of the company will decline. (Ojala & Ahonen 2003, 65.)

3.3.2 Poor Atmosphere at Work

Exhaustion and stress at work cause frustration. The frustration again easily causes the decreasing of working atmosphere. A bad work atmosphere prevents the sharing of know-how and the creating of new ideas and concepts together. When no new knowledge is shared or created, human capital does not meet the structural capital, meaning no added value for the company from the client's point of view. Especially young well-educated experts appreciate a good working atmosphere, the so called "vibe", at the workplace. A

poor working atmosphere makes the best employees to look for a new job meanwhile rejecting new employees to apply for new positions. The company's image suffers, and it no longer attracts new people or partners. Opportunities to succeed will decrease. (Ojala & Ahonen 2003, 66.)

3.3.3 Poor Leadership and Management

The level of management and supervising also affect the occupational wellbeing. The lack of engagement has been linked to increased absenteeism and lower levels of performance and productivity. (Acas, 2012.) Poor management also affects the sickness absence. Absence of the employees increases costs and decreases efficiency. Weak managerial work reduces people's motivation and weakens the commitment to common goals and towards the company. The best ones will leave the company and the remaining people will start doing things from their own point of view. The common interest is forgotten and this leads to a decline in competitiveness.

Because of poor management, the mental health of the employees is weakening and knowledge may not be able to develop in the desired way. Knowledge is not shared when the common goal is not clear for everyone. Structural capital does not meet the equity level and the capital of the organization does not develop. A poorly-motivated employee can hardly produce satisfied customers. Customer and business relations are affected and the brand does not develop. Products and services cannot be priced properly, which will weaken earnings. (Ojala & Ahonen 2003, 68.)

3.4 Different Parts of Wellbeing

Wellbeing at work should be considered as a comprehensive concept, but it is important to distinguish it from different aspects when considering overall wellbeing at work. If none of the components are balanced, it will inevitably be reflected in other areas. For example, if an individual has physical constraints or pains, it is often reflected in mental wellbeing. In this chapter, different aspects of wellbeing at work are specified.

Physical Wellbeing

Physical wellbeing at work is a very visible part in the work environment. It includes, for example physical working conditions, physical load of work, and ergonomic solutions.

Work stations, movements, force and work habits burden limbs in many different ways. The load may be appropriate for the situation and for the employee, or it may hinder the employee's health. The most common physical stress factors in work are physically heavy work, static or awkward working positions, such as working in the bobbin and continuous sitting. The physical work load is affected to both the circulatory system and the musculoskeletal system, burdening the employee rather lot. (Virolainen 2012, 17.)

Body fatigue can be altered by, for example, work rotation, where different work functions are performed. As the jobs change, the mind gets to work with new stimulus, and thus the psychic load of work changes and typically stimulates the individual. (Virolainen 2012, 17.)

When having long working hours, especially when doing overtime, the employee won't have enough time for the relationships, hobbies and other free time for loading the batteries. The shift work at night time and during weekends makes it difficult to have and plan any time spent with family and friends. The possibility to have an impact on one's own working hours is an important factor of wellbeing. According to research, the flexibility in working hours improves the employees' wellbeing at work. It is also more likely that the employee is more flexible towards the employer in this case. Flexibility in working times facilitates the employee's daily life and increases the feeling of employees' self-control. (Virolainen 2012, 56-57.)

Psychological Wellbeing

Psychological wellbeing at work entails, among other things, stress, pressure and tight deadlines. Psychological wellbeing at workplace is a sum of many factors. The prerequisites for mental wellbeing are good when an employee is happy when going to work and after work leaves work with positive mind. It is important that an employee has, according to his own abilities, made work equivalent to his professional skills, interests, valued and being rightly paid, with having the real influence for the work. It is also important for the employees' mental wellbeing to receive recognition from the employer and other colleagues. (Virolainen 2012, 18.)

The duties, obligations and responsibilities should be clear for the employee. These factors should also be clear throughout the whole organization, in order to avoid possible conflicts about roles. Job requirements and work management should be in line with the

individual's wellbeing at work. The best situation is when an individual feels a sense of controlling the work and having the adequate challenges. In this case, the individual clings to achieving the goals while learning new facts, and the motivation for work remains good. Psychological wellbeing at work can be promoted by supporting staff, sharing work among staff, and providing appropriate amount of work, free time and rest. (Virolainen 2012, 18, 33, 83.)

Social wellbeing

A work place is a community where social interaction takes place between employees, strengthening the feeling of fellowship. Various opportunities to maintain social relations should be created by the employer. At the workplace, an opportunity to discuss work-related issues freely between members of the work community should be made easy, and also working relationships between employees are fine and colleagues are easy to approach. There are many things that affect the social wellbeing in the work community. Leadership practices, work communities' functionality, organizing of work, skills and resources of personnel, and safe work environment are key social welfare issues. (Virolainen 2012, 24.)

Coworkers constitute an important part of the workplace's social wellbeing. Social wellbeing is also associated with becoming acquainted with colleagues. When a coworker is known on a personal level, and outside the office, it is easier to approach the colleague on work related matters as well. Friendships created at work increase motivation and improve work efficiency. (Virolainen 2012, 24-25.)

The management of wellbeing at work involves seeing wellbeing as a holistic phenomenon, which is the sum of many factors. Seeing investing in wellbeing as an overall investment, like other business investments are, is needed from the management. A democratic, employee-centric, suitably responsible, fair and equitable leadership style, where management discusses with staff and empowers employees in relation to their own work, has been recognized as a producing style of leadership for wellbeing at work. (Virolainen 2012, 105-106.)

According to Suomen Ammattiliittojen Keskusjärjestö, the parts of well working community include safety, meaningfulness of work, workload, taking care of professionalism,

smooth co-operation, and social relationships that strengthen the feeling of togetherness. (SAK 2017.)

Safety

The basis for a good work community is that the health of the worker is not under threat. The job is healthy and safe, and the occupational safety matters are in the hands of competent persons. It is also the lowest level of Mashlow's hierarchy.

Meaningfulness of job

A meaningful work offers the individual more than a living. The objectives must be clear to everyone, as well as their own contribution to achieving them. The development of the job offers opportunities for meaningful work. The feedback from work will be given. The employee will do well at a pleasant job, affecting the everyday life with positive vibes and energy.

Workload

The division of labor must be clear and fair for everyone. The requirements of the job correspond to the employee's training and professional skills. When the amount of work is piling up, and as the load increases, work should be reorganized or additional staff recruited. Working hours and leisure time should be proportionate so that workers can recover from work during their free time, thus being more productive at work.

Workmanship

Since the employee is a relatively expensive investment for the employer, an employee's productivity should be maintained by constantly developing skills and competences at work with additional training, again to gain more value from the employee. At the same time, the interest towards work is maintained at higher level.

Teamwork

Collaboration cannot be only seen as a statutory matter. Teamwork is a normal co-operation in solving problems and terminating common affairs on the work community. Working in teams increases productivity in most cases. It is also an important part of organizational citizenship behavior.

To sum it up, in a good work community people are committed to the organization and are happy with their work. Diseases, absenteeism and turnover are below the national average. Relationships between staff and management are good and people feel the continuity of their employment relationship secured. Labor accident statistics are also low. (SAK 2017.)

Philosophers and researchers have defined happiness and wellbeing in various ways. The biggest division of views is between hedonic views of wellbeing as pleasant feelings and evaluations, versus eudaimonic views, which suggest that wellbeing involves engaging in behavior that is self-actualizing, meaningful, and growth producing. (Chen & Cooper 2014, 10.)

3.5 Fallacies of Wellbeing at Work

But who is responsible of taking care about the wellbeing at work, and how should it be taken care of? The management of companies often seems to have a fairly positive view of how much effort is put on the wellbeing at work. Among other things, the focus is on work-related health care, surveys about work atmosphere and recreational support. Some people think that a recreational day for the employees once a year is enough to maintain wellbeing at work. This contributes to the fact how narrow the concept of wellbeing at work can shrink. When wellbeing at work is perceived as a narrow and small part, even the smallest efforts seem huge. If wellbeing at work is seen as an important integral part of the general wellbeing of the organization and its individuals, affected by the meaningfulness of work, the way people are valued and the meaning of shared mission at work community, only one recreational day a year begins to feel like a modest effort in a working organization.

On the other hand, it is also the case, that many issues related to wellbeing at work are not associated with the promotion of wellbeing at work. For example, the primary goals of various training and development programs are not to improve wellbeing at work, but their impact may be considerably higher than the actual measures implemented to improve wellbeing. The biggest misunderstandings are related to the concept of wellbeing at work. If the concept of wellbeing at work is fully understood, it would be more realistic

to estimate how much effort for wellbeing is actually invested. If there is no such understanding, the taking care of wellbeing at work will remain an empty promises and useless attempts of healing it. (Kehusmaa 2011, 31.)

“Everyone is responsible for their own wellbeing”

After all, this is the case. This responsibility cannot be passed to a colleague and a supervisor. The truth is, however, that too often the responsibility of the employer is fully shifted to the individual. Phrases like "You can find another job, if you don't like it here", or "Mr. XX is not the easiest person as a supervisor, but he's doing a good job" have been said, transferring the responsibility fully for the employee. Each work community has one or two people complaining about everything, but it shouldn't be the whole division complaining. However, if the whole division is unhappy about something for some reason, there is usually an actual reason for that.

“HR will take care of it”

Issues related wellbeing at work are usually assigned to Human Resources (HR). With these tasks, the time of HR is often spent on administrative matters: practical cooperation with pension and other insurance companies, the occupational healthcare service provider and other partners. HR distributes lunch vouchers, takes care of the salary, and once a year makes a satisfaction survey, which usually no one has time to go through any further to actually make some changes.

HR, fully loaded with other administrative tasks, will only be included when the problems have already occurred. At this point, the job description mostly includes solving the problems and correcting the issues. It would be more productive, however, if HR professionals would have, instead of administrative work and problem-solving, time for predicting and preventing the future problems. HR is also too often a sort of a trash can where things that are not directly belonging to anyone else, including property management and office services, are put off.

“Good physical shape helps with everything”

It is true, that a good physical shape will help the employee to cope with the normal stress and situations at work, while making them also mentally stronger. But if circumstances at work are not good, the physical shape will not change that. Many companies try to

organize some single training events, for example half marathon, but usually only people already training take part of these events. The ultimate goal would be to get all the employees think about their health and training, and eventually picking up a hobby they like just to have some activity a few times a week to make their lives more active and pleasant.

“Occupational health care prevents everything”

Almost every time the employee is dealing with the occupational health care, it is already too late. They are already sick or injured. It is an employer’s obligation to arrange the health care for the employees. It should be concentrated more about preventing the future problems. Surveying employees’ state of mind and health for example quarterly to discover possible problems at the early state would be effective.

3.6 Ability to Work vs. Wellbeing at Work

In the past, the ability to work has been recognized as a common physical ability to perform the particular task, in other words an individual's ability to cope with normal work routines. If looking about it further, also the physical, psychological, social, and other factors related to knowledge and age are related to the individual's ability to cope with the workload. In terms of workload, both physical and psychological loads, as well as knowledge and skills requirements, must be taken into account. (Kehusmaa, 2011, 27.)

The work capacity of an individual does not, as such, guarantee wellbeing at work. Hence, workforce is a broader concept of work ability. However, definitions of work ability often are near to the definitions of wellbeing. Juhani Ilmarinen (Valtionkonttori, 2013) has come up with a “work-house” (Työkykytalo) shown in figure 6. This “building” has four floors, the top three of which represent the individual's personal resources and the fourth floor represents the work itself as well as working conditions. Maintaining and improving work capacity requires the development of all floors of the “work-house”.

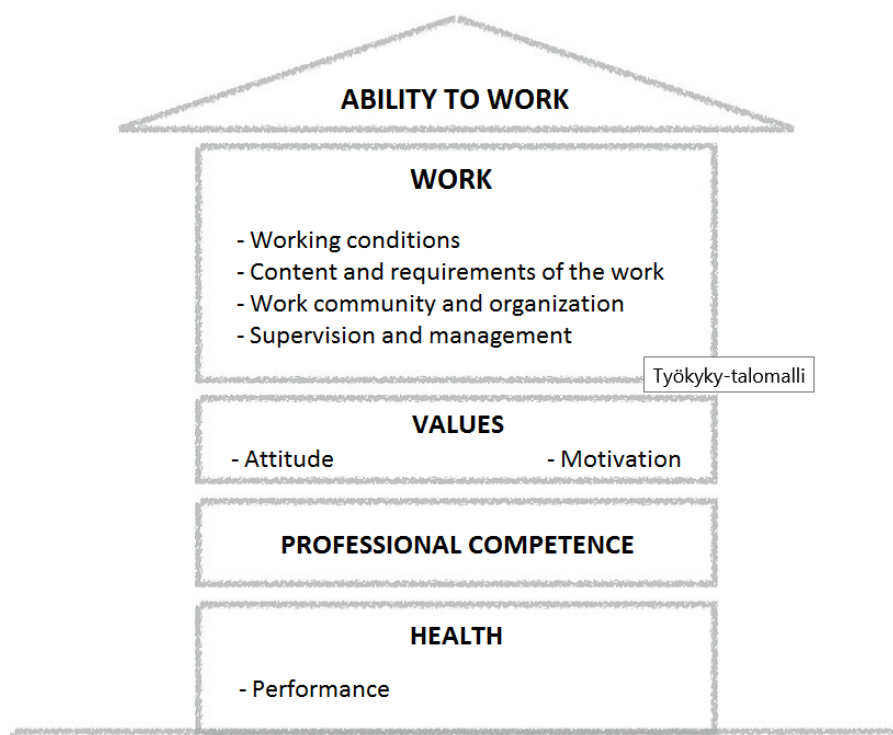


FIGURE 6. The work-house (Työkykytalo) by Juhani Ilmarinen (Valtionkonttori, 2013.)

The ground floor has, in addition to physical function, a cognitive function, in other words the basic capabilities for receiving and processing information. Cognitive function is the basis for the psychological and social ability that strongly affect each other. The environment of the work-house consists of family and community. It can also be viewed in the social and organizational environment. There are many factors influencing the work ability. In a dynamic model, the layers of the house interact with each other. The spiral stairs represent the reflection of the changes from one layer to another. Layers are in constant change, some of which are related to aging, part of life flow, and changing life situations.

These interacting layers depict the individual's working ability. The harmony between them tells about the condition of work ability. When the three bottom layers withstand the weight of the fourth floor (work), the house stays immovable without a danger of collapsing. Workforce support is provided by the supervisor and the employee himself, as well as occupational health and safety. The resources of the employee can be affected in many ways, but the most important measures of the work-enhancing take place at the workplace. The employer's responsibility is that the fourth floor is not too heavy, while the society is responsible for the necessary infrastructure (education, health care, social security). (Valtionkonttori, 2013.) The focus is thus moving from a person's ability to work towards wellbeing at work.

4 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

4.1 What Is It All About

Almost Everyone is someone's subordinate at some point in life, and therefore Organizational citizenship behavior (OCB) or subordinate skills, apply to everyone. For example, OCB has been defined as follows: the duty of the subordinate to ensure the workplace's friendliness, the rational use of resources, cooperation with colleagues and supervisor, expression of opinions and active participation in the workplace. Subordinate skills can be described as some sort of psychological agreement that broadly covering cooperation, commitment and influence in the work community. It is therefore about how the employee works, interacts with other members of the work community, and takes responsibility for the work. OCB skills are therefore normal work-related issues that may be so self-evident that they are often ignored. The challenge is to make people aware of these matters. However, the organization might have a healthy environment and be well organized even though the concept of subordinate skills would not ever have been discussed there. If so, the organization has certainly focused on important things from the point of view of working community and wellbeing. (Aarnikoivu 2008, 79-83.)

According to Zhang (2011) OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must "promote the effective functioning of the organization"

Subordinate skills include, therefore, all the employee's behavior that affects the work of the work community. It is a broader concept than just professional competence. The term was originally introduced in the English academic world and has been criticized because it emphasizes the lower position of the worker. However, as a word, it means the skill of being subordinate. It is not enough that the employee is qualified in his work, but the subordinate must also pass on other things in the work community and to be able to communicate with others. "A good and competent subordinate seeks in every way to work for

the results and wellbeing of his work community". (Silvennoinen & Kauppinen 2007, 7-8.)

We cannot change the behavior of others, but we can influence on our own behavior. We have a certain kind of way of thinking about how we behave in any certain situation, and we seek approval with our actions. We might think, that some stimulus will automatically lead to a kind of reaction, such as indignation or dissatisfaction, however, we can change this and position ourselves so that the next time we think in another way we use to. By deliberately thinking differently, we can choose different behaviors for different stimulus. In this case we are aware that irritation is our own reaction to the behavior of another person.

We must therefore make observations about ourselves, our thoughts, our feelings and our activities. We should not have the same reactions to unpleasant situations that we used to have in the past. In this way, we can see things as real as possible and solutions can be found faster and easier. When identifying a negative thought, you should first stop and think about whether the idea of the situation is correct. By having a positive mindset and seeing the positive aspects in difficult situations, we can change the atmosphere in our community a towards better place to work every day. (Silvennoinen & Kauppinen 2007, 24-29.)

4.2 Different Generations

Work, just as the nature of it, has changed over the years and as the nature of the work changes, the skills needed at work have also widened. Twenty years ago, it was enough that a person went to work at the factory, did the job he was supposed to and went back home. The same schedule continued day after day until retirement, and usually all this happened within the same company that the career had started from 50 years earlier. There was no idea of organizational citizenship behavior at that time. It was not a skill that was needed to get the job done. It was only in the 1970's, when the work community skills were started to explore wider. (Smith, Organ & Near 1983, 654.) This means that OCB is a relatively new matter. Yet, the work has always been done. What has happened at work to increase the demand for organizational citizenship behavior?

Nowadays, demands of the work have changed and increased: profitability, tracking, new job assignments in addition to the regular tasks, continuous changes, technology development and so on. The quality of stress has changed. Earlier, work was mainly physically burdening, nowadays the load accumulates the brain. For this reason, there is a need for focusing more attention on the wellbeing of the workforce while organizational citizenship behavior has become more and more known and spread. Our ancestors certainly never heard about OCB skills, but the younger generations are well aware of them. (Mönkkönen, K. & Roos, S. 2010. 15-17.)

Different generations have different strengths in working life. Previously, more work was done with hands, and skills for physical work were needed, while nowadays we mostly work with our brains. How can we combine old and new generations within the same workplace to work together to achieve a common goal? What is needed to be taken into account in leadership and development of organizational citizenship behavior with different generations?

The starting point is to understand the difference and to adapt it to the everyday life of the work community. Older generations have experienced many changes in their lives so they will probably understand the necessity of change a little better. Not everyone though. As a result of aging, physical capacity decreases, while psychological and social capacity improve over time. For example, if thinking of a 60-year-old person, it is a fact that his muscles are not as efficient as they used to be, and same goes with the vision and hearing, while self-knowledge, mental resources, and sense of proportion are usually more advanced than younger people's. (Mönkkönen, K. & Roos, S. 2010. 19-23.)

Today, more and more effort is being put into improving the workplace's wellbeing and work community skills. It is concerned important in developing the work atmosphere, that the person is involved in deciding on matters concerning his own work and having the opportunity to devise completely new ways of working. Employees often see innovations in a different way than the management, and thus can bring fresh and new ideas on the table. This concept was also used in this research, when collecting ideas from employees about improving the wellbeing at the workplace.

4.3 Improving Organizational Citizenship Behavior

We are all unique and we have our own role in the work community, and we should think about that role and how to perform it the best way possible. Lower subordinate roles have been described in many ways, for example at one end the employee might be passive and uncommitted, and in the other end, he might be effective and committed. Below this, five different sub-roles can be perceived, in addition to the ones mentioned above, there can be an adaptive subordinate, midrange, and alienated subordinate. Before starting to improve OCB skills the employee must define what kind of subordinate he is. There are different ways of doing this, for example self-assessment or thinking about the own personal development. (Sivennoinen & Kauppinen 2006, 7-9.)

All organizations thinking about investing in profitability and wellbeing should deal with and develop subordinate skills. The emergence of problems can be prevented and wellbeing maintained with the proper use of OCB. The development of subordinate skills also promotes the emergence of a culture of trust in the work place. When it comes to deciding whether to start developing subordinate skills or not, systematic and cautious approach should be taken. Even the concept of organizational citizenship behavior can be understood as a negative issue and the idea of development is rejected even before the staff gets familiar with it. (Aarnikoivu 2008, 82-83.)

In the development of OCB, the fact that it is largely about attitudes must be kept in mind. The way the employee wants to produce prosperity for themselves and others is playing a big role. It is therefore important to remember that subordinate skills are the employee's right to act and influence in the work community, not just obligations to do specific tasks. In order for subordinate skills to develop, a person must be self-committed and perceive these things by themselves. (Aarnikoivu 2008, 79.)

4.4 Leading of Self

Everyone adapts themselves and their lives with their own choices every day. We make a number of choices every day without thinking about it any further. The better you know yourself, understand the meaning of your choices and make choices consciously, the better you can lead yourself. These choices also apply to wellbeing both at work and leisure time. Are you sleeping enough, eating diversely and healthy, and are there enough things

in your life to bring happiness to you? When the basics in life are in balance, it is a lot easier to manage the everyday life. (Surakka & Ranta 2013, 40.)

According to Salmimies & Ruutu (2014) the success in self-management is facilitated by so-called "mindfulness". A conscious presence at the present time helps to detect and understand what information is received from the environment, how the received information is interpreted and how it ultimately affects each other. In addition, the choice of how to react to information can be deliberately chosen. By understanding and directing oneself, it is possible to think and act as wisely as possible.

Goleman states that emotional self-awareness is the ability to understand your own emotions and their effects on your performance. You know what you are feeling and why – and how it helps or hurts what you are trying to do. You sense how others see you and so align your self-image with a larger reality. You have an accurate sense of your strengths and limitations, which gives you a realistic self-confidence. It also gives you clarity on your values and sense of purpose, so you can be more decisive when you set a course of action. As a leader, you can be candid and authentic, speaking with conviction about your vision. (Goleman, Boyatzis, Davidson, Druskat & Kohlrieser 2017.)

Self-awareness can be helpful when you fail to lead yourself or come to a situation where others cannot act according to their will, even if they are good. The goal is to have a more open attitude towards events, thus better understanding their own reactions and being able to make wise decisions. The know-how skills help to accept the person's own limitations and shortcomings and to be patient about them. These skills increase confidence in the abilities to deal with emotional pain. Accepting a conscious presence is a special way of focusing attention, staying aware and exploring the inner self. In this way, it is possible to understand the own actions better and thus improve the self-knowledge. (Salmimies & Ruutu 2014.)

To have a direction in self-management, you have to think about the purpose of your life and set proper goals for yourself. In order for the goals to be meaningful, own values, beliefs, abilities and tendencies need to be identified. When the goals are meaningful and the person has positive beliefs about himself with positive state of mind, the goals are reached much easier and with a higher probability. (Surakka & Ranta 2013, 42.)

4.4.1 Management of Time, Stress and Work

Comprehensive management of own work requires a variety set of skills. Employees must be able to manage their time, to keep the stress at an appropriate level, and thus manage their work. If any of these features are lacking, it will interfere the performing of the work at the best possible capacity. The rapid changes in working life highlights the importance of these skills in every day work. By controlling these skills, the employees' will be more effective at their work making better results faster.

The way one organizes his work, affects the efficiency and time usage. For example, many people tend to react to e-mail as soon as one drops to inbox, even when having an important work in progress at the same moment. However, the matter is probably not so important that it would require your immediate attention. Working with the specific tasks until hitting the needed stage will increase your time and efficiency.

Time management is also influenced by individual's attitude and activity level. A person with a virile, calm, and positive attitude will surely survive his work more efficiently and better than a tired, nervous person paying attention to the negative aspects. If time managing seems problematic, the sources of the problems should be considered. Problems with time management may be due to:

- Ineffective ways of handling company operations, for example, useless and poorly executed meetings
- Failing to co-operate within the own group, for example, overlapping work
- Self, for example, for the continuous tiredness.

In case of the problems being caused by the work community or own group of colleagues, the issue should be taken care of with speaking things through with the group or the supervisor. If the problems are self-made, they are luckily easy to handle with improving these skills by self. Having the own time management on the right track, will the work be much less stressing. (Surakka & Ranta 2013, 59-61.)

Work is seldom light and easy. Challenges cause stress. Mild and short-term stress improves the employees' performance: stress tunes people up and gives them the strength to face the challenges. Strong stress can instead paralyze, making employee sick and

eventually leading to disability to work. Everyone must therefore find the right balance between stress and performing at work. (Surakka & Ranta 2013, 58.)

According to Parker (2006, 4), the stress faced by professional workers is substantial. For many professionals, it is intrinsic to the job itself, where competing demands and pressures cannot be escaped. The sheer volume of work can also be overwhelming at times, whether one is a social worker, teacher, doctor or manager. Anyone in this kind of job knows, either from their own direct experience or from observing colleagues, that stress can have very serious consequences. It can develop into a living nightmare of running faster and faster to stay in the same place, feeling undervalued, feeling unable to say 'no' to any demand but not working productively on anything.

Short list for managing stress by Parker (2006, 6):

- Learn and utilize relaxation breathing
- Meditation
- Water - inside and out
- Learn relaxation programs
- Change diet - less fat, more fresh fruits, vegetables and fiber
- Give yourself permission to experience your emotions, cry if you want
- Begin an exercise program
- Build healthy personal relationships, have someone to talk to
- Learn to control your displaced aggressions; desire to yell at the kids and kick the dog at home because of stress at work
- Reappraise your life and priorities
- Realize that most stress is caused from within, not without; take time to smell the flowers and taste the strawberries.

5 RESULTS OF THE SURVEY

The survey was divided into two main parts and at the beginning of the survey the basic information such as age and gender was asked. The first part was emphasized on employees' satisfaction and wellbeing at work. The purpose was to find out the current state of employee satisfaction, possible changes in satisfaction in the near past, and the reasons for the possible changes. There were also questions about the performance of supervisors in this section. Open-ended questions were used for some questions in order to get more precise information about the reasons for satisfaction or dissatisfaction.

The second part of the survey covered organizational citizenship behavior. There has not been any previous discussion about these skills in this unit. At first OCB skills were explained shortly, and then the respondents were asked how much they knew about the subject beforehand and how much they have thought about the subject. The questions were partly explaining these skills and attitudes, while at the same time trying to get the respondents to think about the importance of these skills at everyday work. The questions also made it clear that everyone's own attitudes and subordinate skills affect their own satisfaction at work, thereby improving the wellbeing of the whole community. There were also open-ended questions in this section to gather more information, respondents' opinions and new ideas for the future operations.

5.1 Wellbeing at Work

The employees are mostly rather satisfied of their work. Less than 10% of the respondents were not happy with their job, but the result is still reasonably good. There are always a few people in every organization who gets upset rather easily, and they do not get well along with others. However, they may be good at their job in general, which leads them to keep their jobs. Approximately 70% of respondents prosper at least fairly well at their job, which I think is a good result. According to open-ended answers the biggest reason for employees to feel good at work seems to be the good team spirit and nice colleagues. The work was thought to be partially tiring and stressful.

A slight notice came up when asked about the possible changes in satisfaction in the recent past. About 40% of the respondents stated their satisfaction had been decreasing lately. The biggest reason for the decrease in satisfaction was the sizeable changes in

organization happened during previous months, leading to uncertainty of working methods and alterations in job descriptions. About 70% of respondents stated that they think their own satisfaction at work is related to the number of sick leaves. The better the employee feels, less sick leaves he probably has.

In general, the employees were rather satisfied with their jobs, teamwork, supervisors and the overall atmosphere at work. Nothing notable came up from the answers in this section. Answers were about the way predicted beforehand. It was decided to have the same survey after one year to see the changes in employees' feelings after measures based on the results had been implemented.

5.2 Organizational citizenship behavior

At the beginning of the second part of the survey, the respondents were asked to explain OCB skills in their own words. Some of the respondents knew pretty well what was meant with OCB, some had little idea, and the rest had no idea. People normally tend to act according to these skills anyway, without giving any thought about it. Most respondents stated that OCB meant the ability to work in teams, taking others into consideration, and behaving in a suitable way.

90% of the respondents stated that subordinate skills are really important, and the rest 10% said it is fairly important. It was said by 75% of the respondents, that further training about organizational citizenship behavior would increase the work efficiency and well-being of self, as well as satisfaction in the whole work community.

The respondents mainly felt that they can affect the overall wellbeing and atmosphere at work rather well. By being nice to the colleague sitting next to you, or just by saying hi to everyone in the morning makes a big difference in overall atmosphere. Actions like these will not need lots of effort, but have a great significance in everyday life at work. We also need to remember not to relieve our own bad feelings on to colleagues. We all have bad days sometimes, but we need to know how to manage our feelings and be nice to others. The survey shows correlation between feeling better and more active at work, and the amount of the activity employees have during their free time. The more hobbies they have, the better they feel and manage the tasks at work. The most common activity

of spending the free time is different sports, and next come other hobbies such as reading and travelling.

6 CONCLUSION

In this chapter, the results of the survey are analyzed further. The purpose of this thesis was to provide information on the present state of the company in terms of wellbeing at work and subordinate skills, views on factors affecting wellbeing at work, and new ideas for improving the current situation. The results of this survey can be used by the employees, as well as the employer, to improve the atmosphere at work. After all, the healthy organization needs both parties to work for the same goal. The wellbeing starts from the small everyday things, having a huge impact at the end, making it worth of giving a small extra attention and effort.

As the demands for the job are constantly changing and increasing, subordinate skills should be highlighted more clearly in workplaces and organizations. At these days, especially young people are willing to participate more in work and developing it, but the organizations need to support their wellbeing and increase their knowledge of development and educational opportunities. This effect was also seen from the answers. Many new ideas came up from respondents for improving the current state of wellbeing. One example was flextime, which was requested by many. The flextime has just been brought into use at the client company by the time of writing the paper, getting good feedback from the employees' and increasing wellbeing.

Based on the results of this study, we can agree with Harri Virolainen (2012, 9, 11-12), who concludes that wellbeing at work is an interesting phenomenon influencing every person at work. Comprehensive occupational wellbeing includes physical, psychological, social and mental wellbeing at work, and as from the results of this thesis can be noticed, all these factors are related and affecting each other, therefore wellbeing should be viewed comprehensively.

According to Suomalaiset 2011 -study, poor physical condition clearly weakens the power and motivation of employees at work. Physically active workers are less stressed and sleep better than those who are more passive about exercising. (Virolainen 2012, 172.) According to the results of this study, it can be concluded that active workers experience the importance of physical activity as an integral part of wellbeing at work and life. However, based on this thesis, it cannot be concluded that those individuals who are more

passive about exercising feel that it is any way relevant to their own wellbeing at work and life in general.

It is an important matter for the employees to understand their own role in the work community and co-operation, and being aware that they each have subordinate skills of some level that can, and should be developed. This should be highlighted specifically so that the responsibility for developing subordinate skills lies with both the subordinate themselves and the organization.

However, the prerequisite for development is awareness of OCB skills, and the supervisor or organization can influence it through training and general discussion. The development of subordinate skills was considered to be important for the respondents, but tools from the company's side are needed. Based on the answers, the respondents are open to receive information and education on the subject. The best way, according to the survey, would seem to be an impartial third-party trainer, through which the information would be more openly received. This kind of third party training for the subject has already implemented by the client company, in which the employees were willing to participate.

The interviewees also agreed that all the individuals play a major role in the workability of the entire work community. Everyone also found ways of development that they can personally focus on, for example just being nicer to everyone at work. Subordinate skills should be taught already in secondary level education, so that the concept would be known already during the study period, before actually entering the working life. This would certainly have a positive impact on how people would behave and act in their work community when starting their first job. Substantial skills will certainly be beneficial also in the future when the nature of work is rapidly changing.

Along with the OCB skills, the work and the demands of the supervisor should also be taught and discussed at an earlier stage of education. Even if we do not become supervisors, it is good to understand their responsibility and job profile better, so that we can get a more transparent understanding of their decisions. This could improve co-operation, because both subordinate and supervisor would understand each other's needs for the work community's functionality and productivity. This would also give a better picture of how the company works and the significance of all the small parts in the puzzle.

Employers are expected to achieve a lot these days. However, we are all individuals, and every supervisor is different. We all cannot be good in everything, and especially at the same things. Therefore, the employer should note the good aspects of their own employees and learn to appreciate them. A good supervisor knows his own shortages, features to be developed and is able to take a constructive feedback while changing their own manners to be better leaders.

The time will show what kind of operating environment we will be working in the future. However, the importance of wellbeing at work as well as organizational citizenship behavior are important both at the personal level, as an organization's resource and its social significance. Assuming that the share of work done with brains and knowledge is going to increase, it is important to take care of employees' mind and body functioning. The topic is, however, current and there is a growing emphasis on it, so I believe that wellbeing and subordinate skills will be staying up to date in the future, with more concentration and effort put into it.

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APPENDICES

APPENDIX 1. The survey

Työhyvinvointi ja työyhteisötaidot

Yleiset tiedot

1. Ikä (Open-ended question)

2. Sukupuoli

- Mies
- Nainen

3. Esimies

- Heikkilä Heini
- Kurttila Riikka
- Rajahalme Kirsi

4. Työnantaja

- OP Prosessipalvelut
- Opset Oy

5. Kuinka kauan olet toiminut nykyisessä tehtävässäsi?

- Alle 1 vuoden
- 1 - 2 vuotta
- 2 - 3 vuotta
- 3 - 4 vuotta
- Yli 4 vuotta

6. Onko työsuhteesi

- Vakituinen
- Määräaikainen

7. Kuinka monta tuntia keskimäärin työskentelet viikossa?

- 20-25
- 26-30
- 31-35
- yli 36 tuntia

Viihtyminen työssä

8. Viihdytkö työssäsi?

- Erittäin hyvin
 - Melko hyvin
 - Kohtalaisesti
 - En kovinkaan hyvin
 - Erittäin huonosti
-
- Merkittävin syy vastauksellesi? (Open-ended question)

9. Kuinka mielekkäänä pidät työtäsi?

- Erittäin mielekkäänä
- Melko mielekkäänä
- Ihan ok
- En kovin mielekkäänä
- En lainkaan mielekkäänä

10. Kuinka mielelläsi tulet töihin päivittäin?

- Erittäin mielelläni
 - Melko mielelläni
 - Kohtalaisen mielelläni
 - En kovinkaan mielelläni
 - En lainkaan mielelläni
-
- Jos vastasit "kyllä", mistä se johtuu? (Open-ended question)

11. Onko työn mielekkyys muuttunut lähiaikoina?

- Kyllä, positiiviseen suuntaan
- Kyllä, negatiiviseen suuntaan
- Ei

12. Koetko työsi tärkeäksi?

- Erittäin tärkeäksi
- Melko tärkeäksi
- Kohtalaisen tärkeäksi

- En kovinkaan tärkeäksi
- En lainkaan tärkeäksi

13. Kuinka rutiininomaisia työtehtäväsi ovat?

- Erittäin rutiininomaisia
- Melko rutiininomaisia
- Kohtalaisen rutiininomaisia
- Ei kovinkaan rutiininomaisia
- Ei lainkaan rutiininomaisia

14. Koetko työsi psyykkisesti kuormittavaksi?

- Erittäin kuormittavaksi
- Melko kuormittavaksi
- Sopivan kuormittavaksi
- En kovinkaan kuormittavaksi
- En lainkaan kuormittavaksi

15. Saatko työkavereiltasi apua tarvittaessa?

- Erittäin hyvin
- Melko hyvin
- Kohtalaisesti
- Melko huonosti
- Erittäin huonosti

16. Kuinka kannustavia myyntivalmentajasi ovat?

- Erittäin kannustavia
- Melko kannustavia
- Kohtalaisen kannustavia
- Ei kovinkaan kannustavia
- Ei lainkaan kannustavia

17. Entä esimiehesi?

- Erittäin kannustava
- Melko kannustava
- Kohtalaisen kannustava
- Ei kovinkaan kannustava
- Ei lainkaan kannustava

18. Kuinka realistisiksi koet sinulle annetut tavoitteet?

- Erittäin realistisiksi

- Melko realistisiksi
- Kohtalaisen realistisiksi
- En kovinkaan realistisiksi
- En lainkaan realistisiksi

- Miksi? (Open-ended question)

19. Vaikuttaako kannustejärjestelmän tavoitteet sinuun

- Positiivisesti
- Negatiivisesti

Millaista valmennusta toivoisit saavasi?

20. Koetko saavasi riittävästi valmennusta uusista asioista?

- Kyllä
- En

- Millaista valmennusta toivoisit saavasi? (Open-ended question)

21. Oletko itse pyytänyt valmennusta jos jokin asia on tuntunut epäselvältä?

- Kyllä
- En

22. Kuinka ylpeä olet edustaessasi työnantajaasi?

- Erittäin ylpeä
- Melko ylpeä
- Kohtalaisen ylpeä
- En kovinkaan ylpeä
- En lainkaan ylpeä

23. Koetko työhyvinvoinnin yleisesti vaikuttavan sairauspoissaolojen määrään?

- Kyllä
- En

24. Kuinka todennäköisesti hakisit toista työpaikkaa?

- Erittäin todennäköisesti
- Melko todennäköisesti
- En ole ajatellut asiaa
- En kovinkaan todennäköisesti
- En missään nimessä

25. Kerro omin sanoin mitä työyhteisötaidot sinusta tarkoittavat (Open-ended question)

Työyhteisössä toimiminen

Työyhteisötaidot koostuvat muunmuassa vuorovaikutustaidoista, sekä työkavereiden kunnioittamisesta ja tasapuolisesta kohtelusta. Myös työntekijän halu ja kyky toimia työyhteisössään rakentavalla tavalla, vastuun ottaminen omasta työstään, sekä oman ammattitaidon ja työhyvinvoinnin ylläpitäminen ovat tärkeitä työyhteisötaitojen osia.

26. Kuinka tärkeäksi koet työntekijän työyhteisötaidot?

- Erittäin tärkeiksi
- Melko tärkeiksi
- Kohtalaisen tärkeiksi
- En kovinkaan tärkeiksi
- En lainkaan tärkeiksi

27. Koetko, että työyhteisö- ja vuorovaikutustaidoista keskusteleminen sekä ryhmässä pohtiminen voisi auttaa omaa työnteokoasi?

- Auttaisi erittäin paljon
- Auttaisi melko paljon
- Voisi auttaa hieman
- Ei auttaisi kovinkaan paljoa
- Ei auttaisi ollenkaan

28. ... Entä työyhteisösi viihtyvyyttä?

- Auttaisi erittäin paljon
- Auttaisi melko paljon
- Auttaisi hieman
- Ei auttaisi kovinkaan paljoa
- Ei auttaisi ollenkaan

29. Vaikuttaako työhyvinvointi työtehokkuuteesi?

- Erittäin paljon
- Melko paljon
- Jonkin verran
- Ei kovinkaan paljoa

- Ei lainkaan

30. Tunnetko kuuluvasi työyhteisöön?

- Erittäin hyvin
- Melko hyvin
- Kohtalaisesti
- En kovinkaan hyvin
- En lainkaan

- Mitä voisit itse tehdä työilmapiirin parantamiseksi? (Open-ended question)

31. Koetko voivasi itse vaikuttaa työilmapiiriin positiivisesti?

- Kyllä
- Ei

32. Kuinka hyvä me-henki työyhteisössäsi on?

- Erittäin hyvä
- Melko hyvä
- Ihan ok
- Ei kovinkaan hyvä
- Erittäin huono

33. Kuinka luonteva sinun ja esimiehesi suhde on?

- Erittäin luonteva
- Melko luonteva
- Kohtalaisen luonteva
- Ei kovinkaan luonteva
- Ei lainkaan luonteva

34. Kuinka hyvin tulet toimeen erilaisten ihmisten kanssa työyhteisössäsi?

- Erittäin hyvin
- Melko hyvin
- Kohtalaisen hyvin
- En kovinkaan hyvin
- Erittäin huonosti

35. Kuinka avoimesti työyhteisössäsi voi puhua vaikeista asioista?

- Erittäin avoimesti
- Melko avoimesti
- Kohtalaisen avoimesti

- Ei kovinkaan avoimesti
- Ei yhtään avoimesti

36. Oletko kuullut työyhteisössäsi puhuttavan pahaa jonkun selän takana?

- Kyllä
- En

Millä tavalla koet asian vaivattomimmin ratkeavan?

37. Jos työkaverisi käytös vaivaa sinua, sanotko asiasta ensiksi esimiehelle vai kyseiselle henkilölle?

- Esimiehelle
- Kyseiselle henkilölle
- En puutu asiaan ollenkaan

- Millä tavalla koet asian vaivattomimmin ratkeavan? (Open-ended question)

38. Yritätkö aidosti olla tasapuolinen ja reilu kaikkia kohtaan?

- Kyllä
- En

39. Miten otat rakentavaa kritiikkiä vastaan?

- Nautin siitä
- Melko hyvin
- Voihan siitä jotakin oppia
- En kovinkaan hyvin
- Erittäin huonosti

40. Jos voisit muuttaa yhden asian työhyvinvointisi parantamiseksi, mikä se olisi?

(Open-ended question)

41. Miten edistät omaa työhyvinvointia ja yleistä jaksamista työajan ulkopuolella?

(Open-ended question)

